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DETERMINANTS OF SUSTAINABLE BUSINESS PRACTICES IN AN AGILE ENTERPRISE

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Purpose: The purpose of this article is to present and analyze Sustainable practices in the context functioning agile companies. Work is on purpose showing ways Integration approaches agile with values Sustainable development, enabling building resistance organizational and advantage competitive.
Design/methodology/approach: In the article was used approach qualitative based on a case study of a small business local. The data has been obtained by means of intelligence deepened with the person managing company and subjected analysis content.
Findings: Results research confirmed that effective Implementation Sustainable practices in small companies requires connections flexibility, innovation and cooperation with stakeholders. A model was developed showing key determinants favorable Integration agility and sustainability development.
Research limitations/implications: Limitation research is his qualitative character and analysis one case, what not allows on full generalization results. The need is indicated to carry out research quantitative on wider attempt companies in order to verification model.
Practical implications: The proposed model can constitute tool support for small and medium-sized companies looking for ways implementation Sustainable practices in conditions variability and uncertainty. Results They provide practical tips regarding management in a way flexible and responsible.
Social implications: Integration agility and sustainability development it favors building organization more responsible socially and environmentally, which contributes to create values NO Just economic, but also social and ecological. Such approach strengthens relationships with local stakeholders and supports development community.
Originality/value: Article he brings innovative look on possibility connections agile practices with principles Sustainable development in small companies. Presented model and results research they complement existing Achievements scientific, offering simultaneously specific tools for practices management.
Keywords: agile enterprise, business, sustainable practices, management, agility organizational.
Category of the paper: research paper.

1. Introduction

Contemporary companies they operate in turbulent in the condition's changes. They require flexibility and ability adaptive. It is also necessary education responsibility for the impact exerted on surroundings social and environmental. Growing pressure regulatory, consciousness ecological and at the same time changing myself expectations stakeholders they make balanced development it stands myself one of the integral challenges managements. In this aspect more and more bigger meanings is taking integration Sustainable practices with an approach based on Agility organizational. It allows She on fast response on changes as well as on building permanent values economic, social and environmental (Kocot et al., 2024).

The aim of this article is to present Sustainable business practices from the perspective of agile companies and identification factors conducive to their effective implementation. Article includes theoretical regarding both concepts, results research qualitative, integrating model determinants Sustainable development and recommendations. Value added work it consists on presentation coherent approach in which agility and balance development Mutually myself complement, support building organization resistant on changes and responsible socially.

There is a lack of in-depth analyses in the literature that integrate the principles of sustainable development with the agile approach in the context of small and medium-sized enterprises (SMEs). Existing studies focus mainly on large organizations or examine these issues separately. They do not, however, show their interconnections or their impact on building organizational resilience. The factors facilitating the implementation of sustainable practices in SMEs operating based on agile principles also remain insufficiently explored. This article attempts to fill this gap by presenting a case study that illustrates how the integration of these approaches can support the development and resilience of small businesses.

1.1. The idea of agile companies

The idea of agile companies derives from the concept flexibility organizational and adaptability to dynamically changing myself surroundings market, technological and social (Pacheco-Cubillos, Boria- Reverter, Gil-Lafuente, 2024; Neumann, Kirklies, Schott, 2024). In the literature subject emphasizes it turns out that agility organizational constitutes answer on growing unpredictability conditions conducting activities economic (Çağlayan, Uygur, 2024). In such new reality economic traditional, hierarchical models' management they show myself insufficient (Magistretti, Trabucchi, 2025). Agile undertaking is defined as an organization that She educated ability to quickly reacting on change, flexible customization strategies, structures and processes (Moh'd, Gregory, Barroca, Sharp, 2024). This organization has skills continuous learning and implementation innovation. The foundation such the approach is constant search values for customer and taking decision based on current data and information from the market

(Magistretti, Trabucchi, 2025). The goal is myself striving for maximization efficiency by at the same time limiting (Ratnawati, Wibowo, Nastiti, Sitalaksmi, 2024). Agility organizational NO you can be considered a feature homogeneous and one-dimensional. It includes She both flexibility strategic, which allows on fast modifying goals and directions action and flexibility operational, enabling reorganization processes and resources (Yaacob, Vasudevan, Bhinde, 2025). Within the framework of this one idea key, it is also important culture organizational based on openness, cooperation, trust and empowerment employees (Gregory, Barroca, Sharp, 2024). The latter they play active role in the process customization organizations to change myself conditions (Moh'd et al., 2024). Agile undertaking he can react on changes, predict and create, and this leads to achieving advantages competitive in the environment full uncertainties (Pacheco-Cubillos et al., 2024).

Inseparable element agility is the ability to take action fast and accurate decisions based on incomplete information or variables data (Silva-Martinez, 2024). It is also important a tendency to experiment and learn myself on errors (Ratnawati et al., 2024). Agile undertaking is characterized by myself low level bureaucracy, short cycles decision-makers and high degree decentralization responsibility (Moh'd et al., 2024). In such model organization is treated as a vascular system connected, where cooperation between various departments and levels management plays key role (Neumann et al., 2024). Striving for synergy and effective exchange knowledge it favors both innovation and ability adaptive (Çağlayan, Uygur, 2024).

In literature subject emphasizes myself also, that agility organizational she should include also relations with the environment external, including customers, suppliers, partners business and community local (Gregory et al., 2024). Enterprises agile they can build networks cooperation, allowing on fast response on changing myself needs market and use new opportunities (Yaacob et al., 2025). Including aspect agility organizational closely connects with innovation and management knowledge as key determinants success (Magistretti, Trabucchi, 2025).

In recent years more and more more often emphasizes myself also necessity Integration ideas agility with the concept Sustainable development (Ratnawati et al., 2024). It indicates it turns out that organizations Near reaction on changes economical they should to take into account aspects environmental and social (Silva-Martinez, 2024). This requires them still bigger flexibility and openness on new models' business (Pacheco-Cubillos et al., 2024). In this take agility it stands myself a tool survival in turbulent the surroundings, as well as way on responsible and ethical leading activities (Neumann et al., 2024). This activity creates value for all stakeholders (Çağlayan, Uygur, 2024).

1.2. Concept Sustainable practices in business

Concept Sustainable practices in business constant myself the answer on growing need conducting activities economic in a way responsible and at the same time taking into account balance between goals economic, social and environmental (Chungyalpa, von Rosing, 2025; Sanders, Wood, 2024). Contemporary organizations they function dynamically changing myself environment. It requires flexibility and the ability adaptation, and also reflection over the impact of their actions on surroundings and future generations (Abid, Ceci, Aftab, 2024). Sustainable practices include comprehensive approach to management. In it, each the action is evaluated by prism long term the effects and values that creates for different groups stakeholders (Agu et al., 2024).

Implementation Sustainable practice requires changes perspectives management and strategic. Emphasis he puts myself on responsibility, transparency and search innovative solutions that they limit negative consequences activities. At the same time, they bring benefits both organization and its environment (Chen, Li, Shahid, 2024; Badghish, Soomro, 2024). In the literature emphasizes it turns out that companies engaging into action Sustainable they gain on level reputational, reaching better results financial, improving relationships with clients, investors and communities local and also lifting resistance on variables conditions market (Khan, Sheikh, Tahir, 2024; Agu et al., 2024). In this context is growing meaning new models' business (such as the economy circulation closed Whether economy sharing). They allow you to create value in a way more effective and ethical (Basit et al., 2024).

Implementation Sustainable practice NO it should to be limited to single use only initiatives or be treated only as a marketing element image. Effectiveness this approach requires systematic and consistent action, integration goals Sustainable development with processes operational and strategic and building culture organizational based on ethics, cooperation and innovation (Chungyalpa, von Rosing, 2025; Basit et al., 2024). Increasingly meaning is gaining too transparency and reporting effects those activities in accordance with international standards. This allows credible assessment progress and real influence organization on environment and society (Sanders, Wood, 2024). In the long run perspective Sustainable practices, they are standing myself source advantages competitive. It allows She build stability, reliability and lasting value enterprises (Hageman et al., 2024).

1.3. Sustainable agile business practices in the enterprise

Sustainable agile business practices in the enterprise they constitute approach integrating two key contemporary currents management. These are the responsibilities for the impact socio-environmental and ability to be dynamic customization to the changing myself conditions market (Mohaghegh, Åhlström, Blasi, 2024; Sreenivasan, Suresh, 2024). In the literature more and more more often emphasizes it turns out that agility organizational and sustainable development worthy to be treated as Mutually complementary myself pillars building resistance and long-term values organizations (Omowole et al., 2024; Babber, Mittal, 2025). Agile companies operating in conditions unpredictability and constant changes, gain advantage both Thanks speed response, as well as Thanks skills Integration goals environmental, social and economic in their activities (Mohaghegh, Größler, 2025). In this in a balanced way practices NO they mean Just activities pro-ecological Whether philanthropic. Staja myself base creation flexible models' business. They can adapt to the growing requirements stakeholders, regulations legal and expectations social (Saragih et al., 2024). Agile companies taking up Actions on thing Sustainable development. They are implementing solutions that allow on limit negative influence on environment, at the same time taking care of transparency, ethics relationships with suppliers and customers and respect values social (Sharma et al., 2025). In practice this means introducing innovation technological and lower end products in the trace carbon, but and also creation culture organizational, which would support responsibility and commitment all participants organization (Kocot et al., 2024).

Sustainable practices in agile in the enterprise pownno to treat myself as process continuous learning and adaptation to changing myself conditions (Chukwunweike, Aro, 2024). Exactly ability to experiment, test new solutions and fast pulling out conclusions constitutes point tangential between agility and balance development (Babber, Mittal, 2025). Organizations implementing both of these approaches they can minimize risk related to uncertainty market and at the same time generate positive influence social and environmental. In the long run perspective, it builds their reputation. It attracts Too loyal customers and investors (Harfeldt-Berg, 2024).

Important aspect this the connection is also role innovation. Innovation in agile in the enterprise are inseparable element adaptability. At the same time, they are standing myself a tool implementation goals Sustainable development (Seker, 2025). Innovations such include both new products Whether services as well as changes in processes, models deliveries, stakeholder relations. Whether approach to use resources. Introduction solutions pro-ecological, such as limiting consumption energy, implementation economy circulation closed Whether digitalization processes, becomes myself That's possible Exactly Thanks agility. agility because allow organization test and implement changes gradually, without risk destabilization key areas activities (Mohaghegh, Größler, 2025).

Sustainable practices in agile in the enterprise They translate myself too on way management relations with the environment. In the conditions growing uncertainty and pressure social organizations, they have to to show myself responsibility, and at the same time actively engage stakeholders in processes decision-making and communication (Saragih et al., 2024). Social dialogue, openness on needs local community, taking into account perspectives different groups and clarity activities They are standing myself elements building trust. It is crucial in the context balanced and agile development (Sreenivasan, Suresh, 2024).

It's worth it notice that Implementation Sustainable practices in agile in the enterprise is not detached from the context cultural and economic. It requires adaptation to specifics given market, industry and level maturity organizational (Omowole et al., 2024). Key meaning May here competences Staff management. The staff should to combine skill fast responding with long-term vision based on values Sustainable development (Kocot et al., 2024). Also, commitment is important employees. Their attitudes and behaviors May direct influence on effectiveness implementation Sustainable activities and on level adaptability all over organization (Chukwunweike, Aro, 2024).

In perspective long term Sustainable practices in agile in the enterprise they make it possible better management risk and building resistance. They create also a foundation for development innovative models' business based on responsibility, transparency and cooperation (Sharma et al., 2025). Integration those two concept allows organizations more effectively correspond on challenges related to changes climate, transformation digital, globalization and growing pressure social, making them entities capable of creating values for the whole ecosystem socio-economic (Harfeldt-Berg, 2024).

2. Methods

The aim of the conducted research was identifying and assessing the determinants influencing on Implementation Sustainable practices in agile companies on example The company Chata Polaka. The subject research It was done processes, actions and decisions taken by enterprise in context implementation solutions in line with the idea Sustainable development and features characteristic For Agility organizational. In the study focused myself on analysis ways functioning organization in conditions variable surroundings, at at the same time taking into account aspects environmental, social and economic.

Placed hypothesis research assumed that in a small, local in the enterprise Implementation practice Sustainable is strictly related to flexibility organizational, level engagement in stakeholder relations and consciousness environmental and social Staff management. Adopted the assumption that They exist defined determinants, supporting development Sustainable practices. Their identification Maybe to deliver valuable information both for the examined companies as well as for others entities from the SME sector.

In research was put two essential questions research. First it concerned what kind of are key determinants influencing on taking up activities in the field of Sustainable development in agile enterprises. The second question it was related to be assessed degree implementation these determinants in practice functioning company Chata Polaka.

For the purpose of implementation assumptions research was used qualitative methodology research, based on a case study and deepened interview with a person managing company. Selection methods dictated was a necessity to obtain detailed and contextual knowledge on topic way functioning organization, its culture organizational, undertaken actions and values that I am directing in everyday life activities. Interview had character semi- structured. This allowed flexible customization questions for the course conversations and made it possible Exploration Topics key from the perspective the examined companies. Collected data submitted analysis content and results presented in the form chart radar, which he allowed on visualization ratings individual determinants and Identification strong and weak pages organization in the context balanced and agile practice.

3. Results

As part of the case study, interview qualitative with a person managing Chata Polaka, a company operating in the industry gastronomy and tourism. The purpose of the conversation was identification key determinants influencing on taking up by undertaking activities in line with the idea Sustainable development and agile management. In the first parts conversations asked about the meaning Sustainable development in strategy companies. Managing person, she emphasized that activity is conducted on relatively a small one scale, however issues related to protection Environment and supporting local community they play important role in everyday life functioning companies. It was pointed out that business I am taking up conscious Actions having on purpose minimization waste, such as the use of products from local suppliers. Activities these They support local economy and allow to limit emission dioxide coal resulting from transport.

Next question it concerned abilities companies to quickly reacting on changes environment. Answer indicated that the Pole's Cottage is an example companies that he can adjust offer and method benefits services to changing myself needs customers. It was emphasized that the menu is regularly updated, including dishes seasonal and dishes corresponding on growing interest kitchen plant and traditional. It was also mentioned that flexibility it shows in the organization various kind events thematic and in skills fast adjustments to the requirements customers individual and group organized.

Asked also about innovation and readiness for implementation new solutions. Managing person, she admitted that due to on specificity and scale activities innovations technological are being introduced gradually and in a way adapted to real needs. An example was decision to improve process service by simplifying the reservation system telephones. Taken care of also about the introduction more transparent procedures organization receptions occasional.

It was indicated that changes these contributed to a better one organization work and to improve quality service customer.

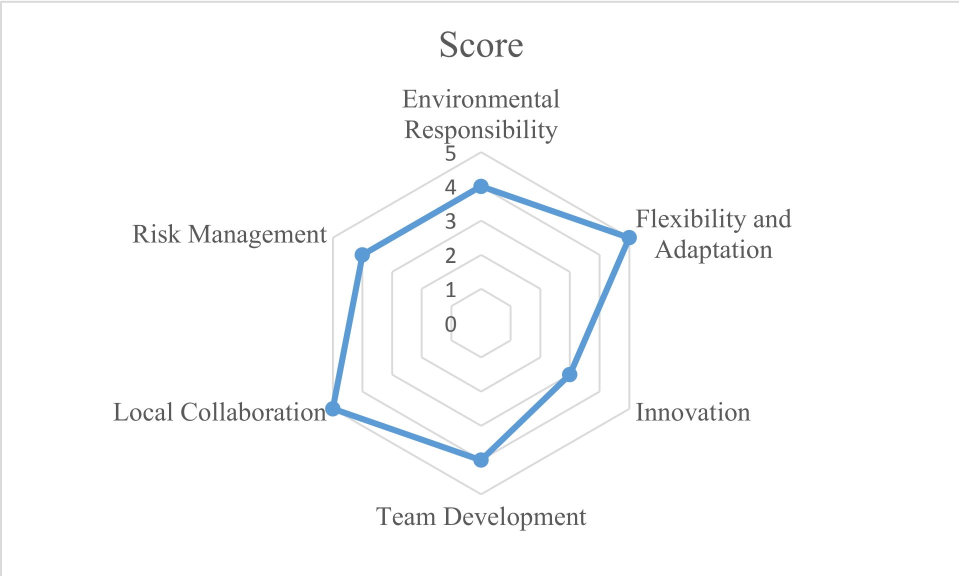
In the next one parts conversations asked about the approach companies to employees and developing their competences. The person managing she emphasized that business old myself create friendly environment work based on mutual respect and open Communications. Employees May possibility Participating in internal training. In addition, they teach myself from myself each other. This allows constantly lifting competences, especially in the field of service guests and preparation dishes. It was pointed out that satisfaction and commitment employees They translate myself directly on quality services and satisfaction customers. Then it was moved the issue cooperation with stakeholders and building relations with the environment. The person managing she pointed out that the Pole's Cottage has been there for years cooperates with local suppliers' meat, dairy products and products seasonal. Activities these I guarantee freshness dishes, in addition lock Strengthening ties with the local community. Company I am involved myself also in local events and supports Initiatives cultural and sports. This allows you to build positive image and trust customers.

In the further parts intelligence asked about the approach companies to risk and uncertainty, especially in the face of challenges market and economic. The person managing she admitted that experience gained over time COVID-19 pandemic significantly it has been received on perception risks and necessity fast customization to the changing myself conditions. Introduced then option Sales dishes on take away. This allowed us to maintain activities during periods limitations. It was emphasized that ability to be flexible actions and searches alternative sources income constant myself key element strategy enterprises.

In conclusion conversations asked for an assessment influence taken activities on competitiveness and results financial companies. Managing person confirmed that taken initiative, even though they influence positively on perception brands by customers and allow maintain stability financial. It was pointed out that care for locality, quality and flexibility is a value that They translate myself on loyalty customers and at the same time possibility further development.

From the conducted intelligence was selected the most important determinants influencing on Sustainable internships at Chata Polaka. These include responsibility to environments, flexibility and adaptation to changes, openness on development and innovation on measure their own opportunities, commitment to development team, cooperation with local stakeholders and skill management risk. These elements they are making myself on the model of functioning organization based on values Sustainable development and agile approach to conducting activities economic.

Figure 1 shows graphic assessment of sustainable determinants internship at Chata Polaka in the form chart radar. Presented results They were developed on on the basis of carried out intelligence qualitative with a person managing enterprise. Values assigned individual categories They reflect subjective assessment degree implementation and importance key areas influencing on formation practice balanced and agile in the study organization.



Figue 1. Determinants Sustainable internship at the Cottage Pole - chart radar.

Source: Prepared by own.

At most rated They were determinants related to flexibility and adaptation and cooperation local. This fact is confirmed capacity companies to quickly reacting on changes market and building permanent relationships with local suppliers and community. High, she placed myself also responsibility environmental and management risk. This clearly indicates on growing awareness companies in the field protection environment. Demonstrates Too necessity diversification actions in the face of uncertainty market. Slightly lower grades obtained innovation and development team. This may indicate the potential for further development in these areas and needs gradual implementation new solutions technological and systematic lifting competence employees.

This visualization allows in a way transparent to capture strong pages and areas demanding further improvement. It provides this alone valuable information supporting taking up decision strategic. Application chart radar makes it possible simultaneous depiction many dimensions functioning organization. It allows it increases readability analysis and makes it easier Identification key determinants influencing on balanced development in the context of Agility enterprises.

Based on carried out research qualitative and analysis literature subject an agile model was constructed companies implementing rules Sustainable practices in business (Fig. 2). This model reflects way Integration values related to sustainable development with flexible and adaptive approach to conducting activities economic. At the center of the model placed organization functioning in a way agile. This means the ability to quickly reacting on changes surroundings market, customization offers and taking decisions in terms of uncertainty and variability.

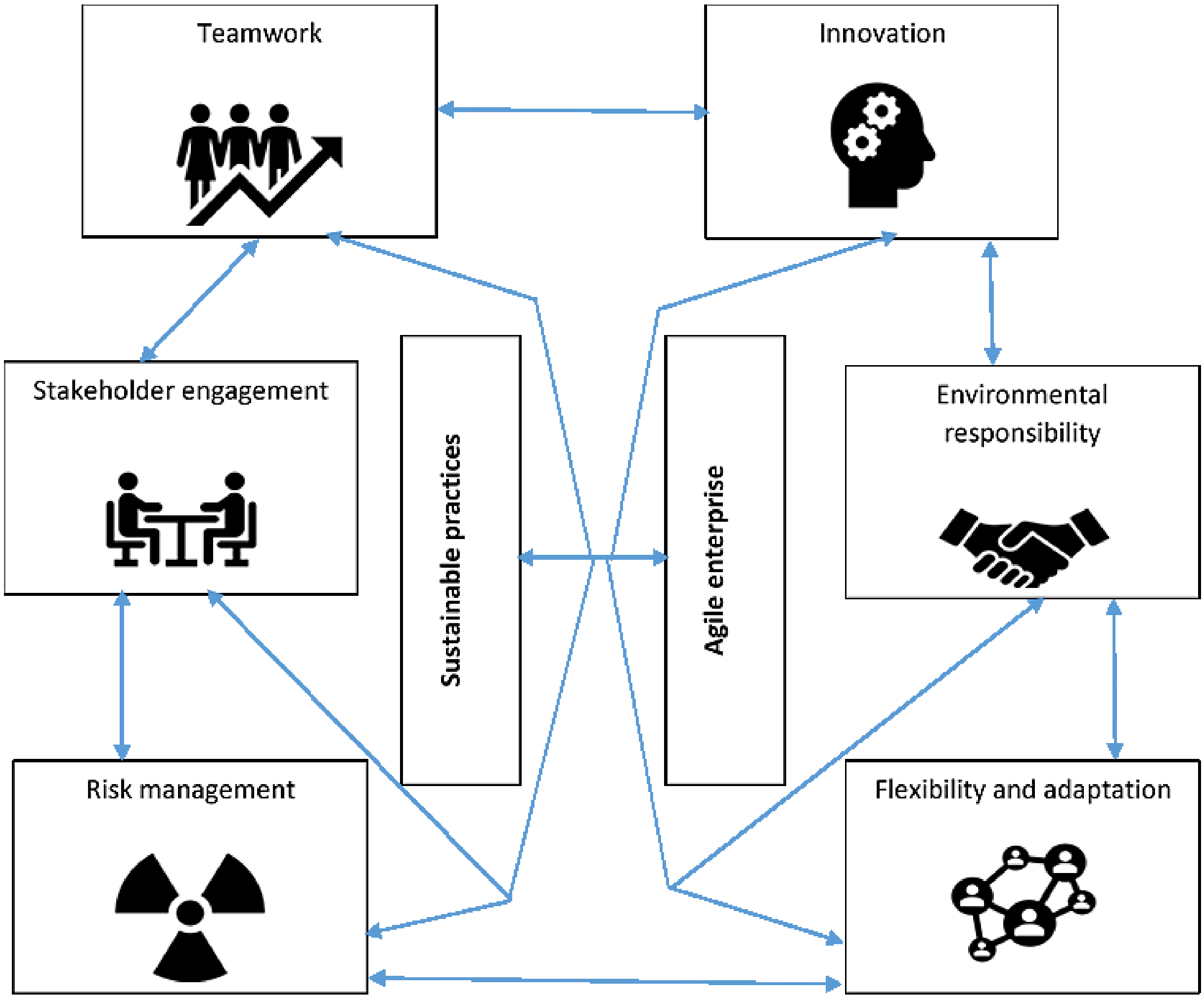


Figure 2. Agile model companies applying Sustainable business practices.

Source: Prepared by own.

Surroundings organization they constitute key determinants influencing on effectiveness implementation practice sustainable. At the same time, they enhance the ability companies to build advantages competitiveness and resilience in a dynamic environment. Particular role in the model assigned responsibility environmental. It is understood as taking up activities on thing limitations negative influence on surroundings natural, such as the use of local deliveries Whether limitation waste. Important meaning was given also flexibility and ability adaptive, enabling fast customization processes, products and services to changing myself needs and expectations customers.

The model takes into account too innovation. It is understood as readiness for implementation new solutions and technologies supporting both efficiency operational and goals environmental and social. Returned attention on role development the team in which lifting competence and level commitment employees is the foundation of effective implementation changes and maintenance high quality provided services. In the model emphasized meaning cooperation with local stakeholders. This helps to build permanent relationships, strengthens positive image companies and contributes to grow values social companies. Included also necessity effective management risk. This allows for prediction and minimization effects unpredictable events, influencing this alone on stability and security conducted activities.

The model emphasizes mutual connections between individual determinants. It shows them as a system of vessels connected in which Strengthening one area it affects positively on other. The presented concept constitutes tool supporting reflection over present state organization and Identification areas demanding development. At the same time provides valuable tips practical. They allow for building organization resilient, innovative, flexible and socially responsible, capable of effective implementation rules Sustainable development in dynamic changing myself surroundings market.

4. Discussion

Based on presented considerations and carried out research qualitative That's possible was wording important conclusions regarding the determinants of sustainable practices in agile companies on example Company Chata Polaka. Conducted tests confirmed that Implementation Sustainable practices in the sector small and medium-sized businesses is a process multidimensional. In the process this key meaning plays capacity organization to be flexible reacting on changes environment. It is also important skill Integration values environmental, social and economic in everyday life activities. Results research revealed that companies such as Chata Polaka, can efficiently implement solutions corresponding ideas Sustainable development, drawing on local resources, building strong Stakeholder Relations and taking care of high quality provided services.

From the conducted intelligence qualitative it follows that Sustainable practices NO They were treated as separate strategy. They were an integral part of the overall approach to conducting activities. Enterprise I am implementing Actions on thing Environment natural by supporting local suppliers and limiting waste. Activities these They are building positive image companies and growth loyalty customers. It's worth it notice that this kind Actions NO they require advanced technology, but They are leaning myself on conscious decisions management and responsibility social. Confirmed also, that flexibility organizational constitutes one of the key factors enabling survival and development in conditions dynamic changes. Readiness to adapt offers, modifications way service customers and openness on new forms activities such as sales on takeaway Whether organization events thematic, prove high level Agility examined organization.

Identified too meaning innovation as factor supporting Implementation Sustainable practices. In addition, in the Chata Polaka company, readiness to introduce improvements, both on level processes operational and service customer, has important meaning for efficiency action. The next important the conclusion is the role development the team that it affects positive on quality provided services and at the same time plays important role in building culture organizational based on values Sustainable development. Returned attention on meaning investing in competences employees, both in terms of skills both hard and soft. Activities these caused growth commitment and identification with the organization.

plays an important role Too cooperation with local stakeholders. It allows She on getting advantages competitive based on authenticity and locality. It contributes to grow values social and economic in the region. Sustainable practices implemented in this context are both the answer on expectations market, but too they constitute conscious action based on long-term relationships and mutual trust. Conclusions from the interview they indicate also on the essence effective management risk, which in the conditions uncertainty it stands myself one of the pillars survival and stability organization. Taking activities having on purpose diversification offers and search alternative sources revenues makes it possible the enterprise limit negative effects unforeseen events (such as crises Economic Whether changes legislative).

In conclusion, balanced practices in small, agile companies NO they have to to be associated with expensive and complicated investments technological. They can to be implemented by Implementation simple, conscious and consistent activities on level strategic and operational. The key to success is the ability Integration different areas activities in a way that allows on simultaneous achieving goals economic, social and environmental. Such approach brings measurable benefits in the form of growth loyalty customers, improvement image brands and increase resistance organization on changes surroundings.

Application model agile companies implementing rules Sustainable development makes it possible Identification strong pages organization and on indication areas demanding further Improvements. Conclusions these May character universal and can constitute inspiration For others entities from the sector small and medium-sized companies that they strive to implement values Sustainable development in a way consistent, effective and adapted to local needs conditions.

The conducted study provides a significant theoretical contribution by extending existing concepts concerning the integration of organizational agility and sustainable development in the context of small and medium-sized enterprises. In the literature, these two approaches have usually been analyzed separately, which has limited the understanding of their interconnections and synergies. The proposed conceptual model demonstrates how the values and practices of sustainable development can be effectively embedded within agile organizational structures, enabling enterprises to adapt to dynamic environmental changes while creating lasting social, environmental, and economic value. The study highlights the necessity of simultaneously developing flexibility, innovation, stakeholder engagement, and environmental responsibility as interdependent determinants of building organizational resilience. In doing so, it enriches existing theoretical approaches with new perspectives that facilitate a better understanding of the transformation processes of small firms towards sustainable agility. This underscores the importance of coherent integration of social and ecological values with adaptive practices.

Based on presented considerations and carried out research qualitative formulated Recommendations For companies interested implementation Sustainable practices in the context Agility organizational. It is advisable that the activities on thing Sustainable development were on constantly included in the strategy and daily functioning organization. No they should to be whereas treated as disposable initiatives. Key meaning I attribute myself building flexibility and ability adaptive. They enable quick response on changing myself needs market and effective management risk.

It is recommended investing in development competence employees. This helps to build commitment, innovation and responsibility for implementation goals Sustainable development. It was emphasized also value cooperation with local stakeholders, which strengthens image companies, building simultaneously capital social and contributing to development local economy. Implementation innovation, both technological and organizational, should support efficiency operational and Actions on thing environments and communities. Such approach allows on building organization resistant, flexible and responsible, capable of lasting creation values economic, social and environmental.

5. Conclusions

Based on presented considerations and carried out research qualitative it is possible to make comparisons obtained results with findings others researchers occupying myself the problem Sustainable development and agility organizational in small and medium-sized enterprises companies. Results research confirmed that Implementation Sustainable internships in companies of a local, such as Chata Polaka, is located confirmation in literature subject where emphasizes myself meaning conscious Integration activities on thing environment, community and efficiency economic (Kannan, Gambetta, 2025). In the studied organization it was noticed that innovations technological are introduced in a way moderate and adapted to the scale activities. This is consistent with the observations authors indicating that in the SME sector the key it is not the scale that matters, but consistency and usefulness being implemented solutions (Ali, Wasim, 2022).

Results they confirm too meaning cooperation with local stakeholders and building capital social. This is a key element for success Sustainable strategies in the SME sector (Abu Hassan, Shari, Abd Wahab, 2023). Convergence results emphasize that building permanent Relationship based on trust, loyalty and locality strengthens position market and at the same time creates value added for community. This has also been confirmed by research Indonesian researchers over local strategies Sustainable development (Taufik, 2024). Identified in the study flexibility and ability adaptive companies constitutes confirmation earlier arrangements regarding influence Agility on resistance organizational. Research Stolarska-Szeląg (2024) showed that companies with high level Agility they show bigger ability to adapt to conditions crisis. This means their development and stability.

As important area comparison is the role employees and the development of their competences as key resource in the process implementation balanced and agile practitioner. Research by Oyedeji, Chitchyan, Adisa and Shamshiri (2024) showed that success in integration balance with processes agility to a large extent measure depends from level competence and commitment employees. Fully cover it's with the results research own, in which indicated on meaning investing in development team.

Tally results research qualitative with literature subject allows to formulate general the conclusion that effective Implementation Sustainable practices in agile companies structure organizational requires Integration activities in the sphere operational, strategic and social. Both in research own as well as in literature it emphasizes myself meaning flexibility, innovation, cooperation with local stakeholders and development capital human as pillars building advantages competitive and resilience organizational.

Further directions research they should concentrate myself on quantitative verification identified sustainable determinants practices in agile companies on larger and more diverse attempt research. It is also advisable deepening analysis influence individual factors such as: innovation, cooperation with stakeholders Whether development capital human, on long term resilience and competitiveness organization. Important area further research will be also identification Barriers to implementation Sustainable practices in SMEs. It is also interesting term role new technology in support those processes.

Limitations research resulted first of all all from the application qualitative methods research based on a case study one companies. This has significantly reduced possibility generalization results on wider population enterprises. Research was leaning myself on subjective opinions people management. It could have been a big probability affect on selectivity and interpretation granted answers. Additionally, due to on lack comparisons with others organizations, not was That's possible full verify, on how many Identified determinants are specific for given context, and on how many may character universal.

An additional limitation of the study is its reliance solely on the account of a single manager of the enterprise. This may certainly involve the risk of subjectivity and selectivity in the responses provided. The use of this approach carries the possibility of unintended biases resulting from the respondent's individual perspective. Acknowledging this aspect enhances methodological transparency. It also highlights the need for further research involving a broader group of participants, which would allow for data triangulation and a more diversified understanding of the phenomenon under study.

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